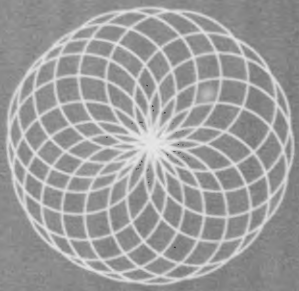

SUSTAINABLE DEVELOPMENT REPORT 2011-2012

Here's to a healthy planet

This Sustainable Development Report is the last to be submitted under the Société des alcools du Québec's 2008–2011 Sustainable Development Action Plan. During the period covered by the plan, the SAQ made clear its determination to be a sustainable development leader among Quebec companies. This it did in many ways, through actions big and small. Among the most significant were the elimination of single-use bags, the obtaining of LEED certification for its Quebec City distribution centre, the adoption of its Responsible Procurement Policy and the support it provides for research and development to give a second life to recovered glass. This daily effort, in which its employees as well as its suppliers, customers and partners take part, is a source of great pride for the SAQ.

A new Sustainable Development Action Plan based on the 2013–2015 Strategic Plan will be submitted by the SAQ in fiscal 2012–2013.

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OBJECTIVES

Government objective
Encourage reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Organizational objective
Continue minimizing the environmental impact of the SAQ's operations

ACTION 1

Increase energy efficiency and energy savings in SAQ buildings

MEASURES AND STATUS

Continue applying the energy savings program	Ongoing
Publish a report on greenhouse gas (GHG) emissions	Completed

INDICATOR

Energy efficiency of SAQ-owned buildings (GJ/m^2)

TARGET

Reduce energy consumption by 2% every year between now and 2012

2011-2012 RESULTS

Energy consumption in 2011-2012 was 0.88 GJ/m^2, equivalent to a 9% drop from 2010[1]

- A tune-up of all heating, ventilation and air-conditioning (HVAC) systems at the Montreal distribution centre achieved energy savings without necessitating additional investment by identifying and quickly eliminating sources of energy loss. After this initial intervention, others were identified for action 2012, when the optimization of HVAC systems will be completed.
- Completion of the project to replace existing light fixtures with more energy-efficient models, increasing brightness and contributing to a more productive work environment.
- Adjustment of the timer control for a kitchen hood made it possible to avoid heating (in winter) and cooling (in summer) a constant airflow of 10,000 square feet per minute when the kitchen was not being used, a significant energy savings.
- A weather stations installed on the roof of the Montreal distribution centre helps ensure optimal use of all the building's HVAC systems. The temperature and humidity sensor allows heating and ventilation to be adjusted according to weather conditions.
- A highly efficient conveyor dishwasher replaced the model formerly used in the cafeteria. The new dishwasher cut hot water use by more than 50%. In addition to the hot water savings, the appliance is equipped with a heat reclaimier for the exhaust steam.
- Selling chilled wines requires maintaining a balance between customer service and responsible energy use. A study revealed the difference in energy consumption for open versus closed refrigerators, allowing the SAQ to better orient its decisions on the types of refrigerator to use to avoid compromising its energy efficiency efforts.

1. This result is based mainly on the energy consumption in SAQ-owned buildings. In fiscal 2011-2012, the SAQ owned 11 buildings. It leases all of its other facilities and thus has no control over those buildings' energy consumption.

OBJECTIVES

Government objective
Encourage reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Organizational objective
Continue minimizing the environmental impact of the SAQ's operations

ACTION 2

Make the SAQ's transportation operations more energy-efficient

MEASURES AND STATUS

Train drivers to operate their vehicles responsibly	Ongoing
Study innovations for reduced energy consumption	Ongoing
Publish a GHG report	Completed

INDICATOR

Energy efficiency of the SAQ-owned truck fleet
(cases transported per litre of fuel)

TARGET

Improve energy efficiency despite the increased laden weight of vehicles

2011-2012 RESULTS

17.45 cases/litre (versus 15 cases/litre in 2003)

- Based on conclusive test results, lighter and better performing wide-base tires were installed on all new equipment.
- Disc brakes were upgraded to lighter, longer-lasting and better performing models.
- Cab heater modules were installed on all 2009 and later model trucks to eliminate idling.
- The delivery schedule was optimized to increase the number of cases per shipment to distant regions and reduce the required mileage.
- Transponders were installed on all trucks to optimize deliveries using the new A25 toll bridge.

OBJECTIVES

Government objective
Encourage reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Organizational objective
Continue minimizing the environmental impact of the SAQ's operations

ACTION 3

Fit out the SAQ's buildings in accordance with sustainable development principles

MEASURES AND STATUS

Fit out SAQ buildings in accordance with LEED (Leadership in Energy and Environmental Design) certification program criteria	Ongoing
Preserve the SAQ's built heritage	Ongoing

INDICATOR

Number of buildings developed in compliance with environmental criteria

TARGET

By 2016, secure green certification for 25 retail outlets and all administrative buildings

2011-2012 RESULTS

Outlets:

- Obtaining LEED Canada-CI certification for the Quebec City Signature and Sélection outlets.
- Applying for LEED Canada-CI certification for the Sutton SAQ and Gatineau SAQ Express outlets.
- Applying for LEED Canada-NC certification for the Beauport SAQ Express outlet.
- Registering the Mont-Royal SAQ Express, Kirkland SAQ Express and Lac-Etchemin SAQ outlets for the LEED Canada-CI program and implementing the related ecological requirements during the project planning and execution stages.

Corporate buildings:

- Obtaining LEED Canada EB:O&M certification for the Quebec City distribution centre.
- Consolidation of the continuous operations that must be maintained in order to renew the LEED EB:O&M certification for the Quebec City distribution centre in 2017.

- After several months of work, the Quebec City distribution centre received LEED Canada certification for existing buildings (operation and maintenance) in January 2012. This is the first time an existing building has received the honour in Quebec and the first time a distribution centre has done so in Canada.
- Landscaping using indigenous plants at Pied-du-Courant and the Montreal distribution centre, eliminating the need for watering.
- Working with the owners of buildings in which outlets are located as part of the process to obtain LEED Canada-CI certification for the interior design of retail spaces: Montée-Paiement SAQ, Saint-Rémi SAQ, Charlesbourg SAQ Sélection and Jonquière SAQ Sélection.
- Integration of a second set of eco-responsible criteria into the master design specifications for all new outlets (construction site recycling, better performing HVAC equipment, mercury-free light bulbs, etc.) effective February 2012.
- Launch of a "pilot" turnkey call for tenders integrating all LEED certification requirements into the tendering documents (Belœil SAQ Express) in February 2012.
- Integration of a new concrete mix and a self-levelling concrete topping that includes recycled glass powder and aggregates into the floors of the Kirkland SAQ Express, Sorel-Tracy SAQ Classique and Laurier SAQ Express outlets. Incorporation of the same flooring in the plans for the Tellier building expansion project.
- Approaching paint manufacturers to encourage them to replace various additives with recycled glass powder.
- First use of mulch made from recycled glass aggregate in a landscaping project at the Montreal distribution centre.

OBJECTIVES

Government objective
Encourage reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Organizational objective
Continue minimizing the environmental impacts of the SAQ's operations

ACTION 4

Manage waste materials in accordance with the 4R-D principle (reduction, reuse, recycling, recovery and disposal)

MEASURES AND STATUS

Continue applying the internal residual materials management plan (implementation in the outlets)	Ongoing
Recover putrescible materials from cafeterias	Ongoing

INDICATOR

Recovery rate of residual materials generated in house

TARGET

By 2015[2]:

- Recycle 70% of residual paper, paperboard, plastic, glass and metal (fibre and MGP)
- Process 60% of residual putrescible organic materials (e.g. by composting)

2011-2012 RESULTS

Recovery rate for waste materials generated in house[3]:

- Paper and paperboard: 78.4%
- Plastic, glass and metal: 84.5%
- Putrescible materials: 95.2%.

2. This target is taken from the new 2011–2015 Quebec Residual Materials Management Policy.

3. The recovery rate is taken from a biennial residual materials recovery study. The data were compiled for the Montreal distribution centre only.

- Implementation of phase two of the Residual Materials Recovery Program in the outlet network (now 100% implemented).
- Carrying out of a new characterization study on internally generated residual materials.
- As part of phase two of the Residual Materials Recovery Program in outlets, SAQ senior management encouraged the entire outlet network to give their fiberboard boxes to customers so that they would be reused. It was at the beginning of the summer, when many people move, that the initiative officially kicked off with the slogan *Récupérer, c'est sensé* (recovery makes sense).
- Via a reminder about the recovery program, all warehouse employees at the Montreal distribution centre were made aware of the importance of improving the quality and quantity of recoverable materials.
- More than 200 exacto knives were recovered and donated to the Centre de formation en entreprise et récupération (CFER), a network of business and recovery training centres.

LA SAQ
VOUS DIT
MERCI
94 %
SAQ

OBJECTIVES

Government objective
Encourage reduction in the amount of energy, natural resources and materials used to produce and market goods and services

Organizational objective
Continue minimizing the environmental impacts of the SAQ's operations

ACTION 5

Set up a uniform, integrated environmental management system

MEASURES AND STATUS

Implement an automated environmental management system	Completed
Conduct external audits to assess compliance with environmental standards	Completed (biennal)

INDICATOR

Year in which the environmental management system (EMS) becomes operational

TARGET

2011-2012

2011-2012 RESULTS

The EMS was fully implemented in the distribution centres.

- Implementation of the EMS in the Quebec City and Montreal distribution centres, which included the introduction of an environmental management manual. The manual describes the SAQ's Environmental Policy and the aspects and environmental impacts of the various activities in the distribution centres and laboratory. It also contains a list of revised regulations, the priority rankings, the objectives and targets of the company's various divisions and departments, the communication process and document management.
- A training session was given to Montreal and Quebec City-based employees whose jobs are likely to have a more significant environmental impact. In all, more than 500 members of personnel received training on the SAQ's Environmental Policy, halogenated hydrocarbons, residual hazardous materials, recycling, atmospheric emissions, soil management, pesticide management, waste water and spills.
- Procedures and an action plan were also established to ensure compliance with environmental regulations.

OBJECTIVES

Government objective
Provide the reference points necessary to make enlightened, responsible consumer choices and, as required, promote goods and services certification

Organizational objective
Stimulate innovation, development of sustainable beverages and containers as well as the positioning of local products, while maintaining the quality and safety standards to which consumers are accustomed

ACTION 6

Define a market strategy for organic products, locally bottled products and greener packaging

MEASURES AND STATUS

Create the eco-practical category for products packaged in alternative containers (plastic, aluminum, bags and cardboard)	Completed

INDICATOR

Market share of organic table wines (%)

TARGET

Maintain constant growth of market share in terms of sales and the number of table wines in the general catalogue

2011-2012 RESULTS

Market share: organic table wines form 0.65% of the table wine category in the regular product catalogue

- In fiscal 2011–2012, the SAQ offered its customers:
  - nearly 180 organic products identified as such;
  - six Fair Trade Certified products;
  - 22 products packaged in eco-practical containers.
- In response to the invitation extended last year to the SAQ's wine suppliers, which aimed to improve the image and consumers' perception of wines packaged in eco-practical and three- and four-litre containers, several producers responded by expanding their offer of products packaged in these types of container. This initiative helped significantly increase the number of products in these categories.
- Keen to showcase alcoholic beverages from Quebec terroirs and to make them better known to customers, the SAQ developed a made-to-measure program to encourage the growth of local wines, ciders and spirits. Twelve ambassadors now promote them to customers and inform outlet teams about them.

OBJECTIVES

Government objective
Increase awareness of the external costs and benefits associated with the production and consumption of goods and services

Organizational objective
Stimulate innovation and development of sustainable beverages and containers as well as the positioning of local products, while maintaining the quality and safety standards to which consumers are accustomed

ACTION 7

Minimize the impact of packaging

MEASURES AND STATUS

Support research and development projects	Ongoing
Perform life-cycle analysis of containers and packaging	Completed
Promote recycling	Ongoing

INDICATOR

Overall recovery rate for SAQ containers

TARGET

Recover 70% of glass by 2015

2011-2012 RESULTS

The current recovery rate for SAQ glass containers in the residential sector is 94%.

- The *Bilan 2010 de la gestion des matière résiduelles au Québec* (2010 report on residual waste management in Quebec), prepared by RECYC-QUÉBEC in partnership with Éco Entreprises Québec, showed not only that, of all the materials recovered through selective collection, glass ranks highest with an 82% recovery rate but also that SAQ bottles achieve an impressive 94% recovery rate in the residential sector.
- Constantly seeking to innovate in the environmental field, in September the SAQ signed the Voluntary Code for the Optimization of Containers, Packaging and Printed Matter developed by Éco Entreprises Québec. Based on the life cycle of packaged products, the code aims to encourage sound practices for reduction at source, ecodesign and recyclability.

OBJECTIVES

Government objective
Continue developing and promoting a culture of prevention and define conditions to improve health, safety and the environment

Organizational objective
Promote a responsible consumption model and environmentally respectful and sustainable behaviour

ACTION 8

Define a strategy for responsible alcohol consumption

MEASURES AND STATUS

Strengthen our sales ethic	Ongoing
Optimize our involvement in awareness programs	Ongoing

INDICATOR

Sales ethic application rate during quarterly visits by underage mystery customers

TARGET

100%

2011-2012 RESULTS

Yearly average (four quarters): 95.8%

In fiscal 2010–2012, the SAQ implemented various measures to ensure sales in its outlets were responsible. These included:

- continuing its customer awareness campaign by broadcasting commercials and publishing ads at key moments of the year;
- carrying out a joint union-employer process to improve application of the sales ethic in outlets;
- developing a virtual training session on the sales ethic for launch in fiscal 2012–2013.

tchin
TCHIN
BESOIN DE BOÎTES?
INFORMEZ-VOUS AUPRÈS DE NOTRE PERSONNEL.
RÉUTILISER, C'EST SENSÉ!
À la santé de la planète
SAQ

À L'ACHAT D'UN VIN BLANC
UN DON DE 1 $
SERA REMIS À BANQUES ALIMENTAIRES QUÉBEC
C'EST LA LOI
MÊME SI C'EST TON BAL DES FINISSANTS.
ALIMENTAIRES

OBJECTIVES

Government objective
Provide the reference points necessary to make enlightened, responsible consumer choices and, as required, promote goods and services certification.

Organizational objective
Promote a responsible consumption model and environmentally respectful and sustainable behaviours.

ACTION 9

Promote responsible consumer behaviour

MEASURES AND STATUS

Showcase our eco-responsible products	Ongoing

INDICATOR

Level of agreement with the statement that the SAQ promotes responsible behaviour

TARGET

70% of the general public

2011-2012 RESULTS

In 2011, 83% of Quebecers agreed that the SAQ promotes responsible behaviours.

- In May, the SAQ held the Generous Wines campaign, which encouraged consumers to buy white wines at any SAQ outlet to support of food assistance in Quebec. Specifically, the SAQ undertook to donate $1 to Banques alimentiares Québec for each bottle of white wine sold during the three days of the campaign. Six suppliers also upped the SAQ's ante by $1 or $1.50 for each bottle sold of any of six white wines strategically placed at aisle ends. Quebecers enthusiastically responded to the campaign, enabling the SAQ to present $340,000 to the organization.

OBJECTIVES

Government objective
Apply environmental management measures and an eco-responsible procurement policy to government departments and agencies

Organizational objective
Take advantage of the SAQ's purchasing power to promote responsible practices all along the company's supply chain

ACTION 10

Set up a responsible procurement and supplier management program for the products carried

MEASURES AND STATUS

Develop a responsible procurement policy for the products carried	Completed
Add environmental criteria to calls for tenders to recognize responsible producers	Under review

INDICATOR

Percentage of suppliers that meet the sustainable development criteria

TARGET

85% of suppliers that submitted bids meet the sustainable development criteria.

2011-2012 RESULTS

84% of suppliers that submitted bids met the sustainable development criteria.[4]

- Adoption of the Responsible Procurement Policy, which applies both to products sold in the outlet network and to goods and services purchased for use in the company.
- Implementation of a responsible procurement governance structure (two committees).
- Launch of an in-depth search for worldwide sustainability and eco-responsible benchmarks in the wine-growing field (certifications, programs, associations) in preparation for developing a register.
- Participation in Vinisud, the International Exhibition of Mediterranean Wines and Spirits, to present the outlook for sustainable development in the wine industry and thereby begin a dialogue with southern French wine suppliers.

4. This corresponds to 1,930 suppliers out of a total 2,300 that replied to calls for tenders. In 2010–2011, the percentage was 81%.

OBJECTIVES

Government objective
Apply environmental management measures and an eco-responsible procurement policy to government departments and agencies

Organizational objective
Take advantage of the SAQ's purchasing power to promote responsible practices all along the company's supply chain

ACTION 11

Implement practices and activities consistent with the provisions of the Quebec policy for eco-responsible government

MEASURES AND STATUS

Develop a responsible goods and services procurement policy	Completed

INDICATOR

Number of measures targeting responsible goods and services procurement practices

TARGET

Implement at least three of the initiatives recommended by the government for evaluating administrative performance

2011-2012 RESULTS

- Recycled paper and paperboard containing post-consumer fibre constituted at least 80% of the paper and paperboard purchased.
- Eco-responsible provisions were added to certain supply agreements.

- Adoption of the Responsible Procurement Policy, which applies both to products sold in the outlet network and to goods and services purchased for use in the company.
- Implementation of a responsible procurement governance structure (two committees).
- Re-evaluation of which procurement categories to prioritize for optimal application of responsible procurement practices:
  - paper and paperboard
  - external printing agreements
  - computer hardware
  - cafeteria items
  - work clothing
  - cleaning equipment and products
  - furnishings
  - construction products and material.
- The SAQ came second in the overall ranking of a study carried out by the Coalition québécoise contre les ateliers de misère (CQCAM), an anti-sweat shop coalition. The objective of the study was the evaluate the responsible procurement information disclosure practices of some 30 Quebec public organizations. The SAQ stood out most in the area of governance and consultation with stakeholders.

OBJECTIVES

Government objective
Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate its implementation

Organizational objective
Set up sustainable development training and awareness programs for all employees and improve health and safety performance

ACTION 12

Organize activities that advance the Quebec government's awareness and training plan for public service personnel

MEASURES AND STATUS

Set up an employee awareness program	Under way
Implement a sustainable development training program	Under way

INDICATOR 1

Percentage of employees who demonstrate awareness of sustainable development

TARGET 1

80% by 2011

INDICATOR 2

Percentage of employees who have received sustainable development training

TARGET 2

50% by 2013

2011-2012 RESULTS

91.9% of employees say they are very aware or quite aware of sustainable development

- Launch of virtual training on sustainable development basics (definition, overview of the principles set out in the *Sustainable Development Act*, simple examples of responsible behaviour at the company's various workplaces).
- Setting up of waste-reduction information booths as part of the Semaine québécoise de réduction des déchets.
- For a second year running, a survey was carried out to gain insight into SAQ employees' level of awareness of sustainable development. This year's results showed that 91.9% of employees say they are very aware or quite aware.

OBJECTIVES

Government objective
Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate its implementation

Organizational objective
Set up sustainable development training and awareness programs for all employees and improve health and safety performance

ACTION 13

Integrate sustainable development principles into human capital management practices

MEASURES AND STATUS

When developing or updating Human Resources programs, take the EMI (employee mobilisation index) survey results and sustainable development principles into account.	Ongoing

INDICATOR

Employee mobilization index (every three years)

TARGET

Improve the mobilization index

2011-2012 RESULTS

Mobilization index of 19 (2009 survey)[5]

- In 2011, the SAQ shifted to virtual training. Without replacing classroom-based training, these virtual training sessions met a need expressed by the company's personnel in various internal surveys. Employees said they wanted to be given new means for acquiring the knowledge necessary to perform their work. By making new training sessions available online, the SAQ can more swiftly and efficiently reach large numbers of outlet employees. Available at all times, the SAQ's training space is a complementary, interactive and fun learning method that also helps reduce paper use and travel.
- Seeking to enable students to enhance their knowledge and experience, the SAQ has taken part in various programs that make room for replacement employees. In 2011, the company turned to the summer jobs program for disabled university students, hiring five students with functional limitations in fields related to their interests during summer break.

5. A new survey will be conducted in 2012. Consequently, the employee mobilization index will be updated during the year.

OBJECTIVES

Government objective
Continue developing and promoting a culture of prevention and define conditions to improve health, safety and the environment

Organizational objective
Set up sustainable development training and awareness programs for all employees and improve health and safety performance

ACTION 14

Conduct a study on optimizing occupational health and safety management and develop an action plan

MEASURES AND STATUS

Conduct a study on optimizing health and safety management	Under way

INDICATOR

Implement an occupational health and safety action plan

TARGET

2011-2012

2011-2012 RESULTS

- 79% for 2011–2012
- Achievement of the 2011–2014 overall action plan: 34%

- An occupational health and safety policy was adopted by senior management and implemented across the organization. It sets out the SAQ's specific commitments to provide a healthy, safe workplace and become a benchmark in the retail industry.
- An occupational injury management software package was introduced, streamlining the management process and making it possible to meet targets related to the company's performance indicators. Three of these indicators were implemented in 2011–2012: absenteeism rate, occupational injury frequency rate and occupational injury severity rate.
- Occupational health and safety analyses were performed on some ten tasks, allowing the most significant hazards to be identified and the appropriate preventive actions to be prioritized. The analyses were carried out in Logistics and Distribution, Technical Services and the outlet network. This activity will be ongoing for the next three years.

- More than 400 outlet network managers received training on the joint union-employer inspection of work sites and the hazard analysis techniques.
- A new work site inspection sheet was introduced in the outlet network.
- At the SAQ, employee health and safety are of prime importance. As a number of injuries are caused by poor preparation of the body before the work shift, awareness activities were held to increase employees' awareness of the benefits of stretching. A week devoted to the subject was organized, awareness booths were set up at both distributions centres, warm-up reference cards were distributed and a video of athletes from various sports warming up before performing was also screened to draw a parallel between the physical work required by employees' jobs and the effort of star athletes. Ever since, warm-ups have been held at the start of every shift. Although participation is on a voluntary basis, the number of participants is steadily increasing.
- The SAQ moved forward with the installation of security systems for employees who staff outlets alone. This deployment involves 122 outlets and, via security consoles at the Montreal and Quebec City distribution centres, makes it possible to provide assistance to employees working by themselves in outlets. The combination of the outlet's alarm system and the video surveillance system together with a rigorous procedure and vigilance by our protection and security agents ensures greater security for these employees.

LA SANTÉ ET SÉCURITÉ AU TRAVAIL **UNE PRIORITÉ POUR TOUS !**

DÉCLARATION DE LA DIRECTION

OBJECTIVES

Government objective
Apply more eco-conditionality and social accountability in public assistance programs and encourage their implementation in the programs of financial institutions

Organizational objective
Move forward with the SAQ's social mission as a catalyst for sustainable development in Quebec

ACTION 15

Incorporate eco-responsible criteria into the donation and sponsorship policy

MEASURES AND STATUS

Incorporate eco-responsible criteria into the evaluation of donation and sponsorship requests	Under way
Raise awareness among promoters and influence them to hold greener events	Ongoing

INDICATOR

Percentage of sponsored events (fairs and festivals) that comply with eco-responsible standards

TARGET

By 2011–2012, 100% of festival-type events meet at least one aspect of the Eco-responsible Event Management Standard

2011-2012 RESULTS

One hundred percent of festival-type events met at least one aspect of the Eco-responsible Event Management Standard

- This year once again, the SAQ sent its used banners to Eco-handbags, a firm that used them to make various types of bag.
- All glasses purchased for sponsored events must now be either recyclable or reusable.
- The SAQ requires that the organizers of sponsored events have recycling bins on the event site.
- An SAQ representative holds a seat on La Table des commanditaires et partenaires majeurs d'événements, an association of major event sponsors and partners that is an initiative of the Conseil québécois des événements écoresponsables.

OBJECTIVES

Government objective
Increase citizens' involvement in their community

Organizational objective
Move forward with the SAQ's social mission as a catalyst for sustainable development in Quebec

ACTION 16

Encourage employees to become socially involved

MEASURES AND STATUS

Set up a corporate volunteer program	Under way

INDICATOR

Number of SAQ-organized volunteer activities that involve employees

TARGET

At least one activity per year

Volunteer activity organized to support Quebec food banks

- SAQ employees are involved in a number of activities jointly organized by the company and La Tablée des chefs in support of food assistance organizations in Quebec. In November of 2011, some 150 employees accompanied by family members and friends answered the call and donated their time to prepare more than 4,000 jars filled with a breakfast cookie mixture for distribution to families in need. Besides being a great opportunity for experiencing the joy of cooking together, the initiative helped fill the shortfall in food bank provisions.
- SAQ personnel once again demonstrated their generosity when the company presented a cheque for $391,179.30 to Entraide. The funds raised will be used to support the missions of three philanthropic organizations (Centraide du Québec, Healthpartners Quebec and the Quebec Division of the Canadian Red Cross), which work with hundreds of thousands of people in difficult situations.
- Tied in with the *Roulez mieux* challenge, a contest for employees helped raise awareness of the need to change their commuting habits in order to help reduce the harmful effects of travelling by car, such as carbon dioxide emissions. To allow employees to make a voluntary and personal pledge to fight climate change, the company joined with *Roulez mieux* to create an SAQ site exclusively for its employees. The site lets employees create a green driver profile, giving them access to a personalized dashboard that explains to them the positive impact on the climate and on their pocketbook of their new green driving habits.

OBJECTIVES

Government objective
Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate its implementation

Organizational objective
Ensure that the SAQ's commitment to and performance in sustainable development is recognized by all stakeholders, including Quebec's population

ACTION 17

Incorporate sustainable development concepts into the SAQ Management Plan

MEASURES AND STATUS

Incorporate sustainable development concepts into the company's strategic and sector-based plans and business projects	Ongoing
Incorporate performance indicators into the departmental dashboards	Ongoing
Develop a dashboard specific to the Sustainable Development Action Plan	Ongoing

INDICATOR

Year in which sustainability concepts were incorporated into the management plans

TARGET

2008-2009

2011-2012 RESULTS

Joint development of the Sustainable Development Action Plan
and 2013–2015 Strategic Plan

OBJECTIVES

Government objective
Increase awareness of the concept and principles of sustainable development and promote the sharing of knowledge and experience in this area as well as the acquisition of the learning and know-how necessary to facilitate its implementation

Organizational objective
Ensure that the SAQ's commitment to and performance in sustainable development is recognized by all stakeholders, including Quebec's population

ACTION 18

Adopt a sustainable development communications strategy

MEASURES AND STATUS

Promote achievements internally and externally	Ongoing
Prepare and publish an annual sustainable development report	Annual
Form a stakeholder committee	To come

INDICATOR

Level of agreement with the statement that the SAQ is concerned about sustainable development

TARGET

60% of the general public

2011-2012 RESULTS

Sixty-eight percent of the general public agrees with the statement that the SAQ is concerned about sustainable development.

ACTION 18 (cont.)

- Publication of the quarterly e-newsletter *Here's to a healthy planet* (issues: April, August and October 2011, February 2012).
- June 2011 poster campaign in corporate frames in outlets to increase employees' awareness of box recovery. In December 2011, the frames were used to announce the 94% recovery rate for selective collection in the residential sector. This record high rate was also displayed on cash register screens.
- An advertisement on the sales ethic was published in the Operation Red Nose newsletter and *Protégez-vous* and *Exquis* magazines.
- Promotion of Quebec products on the *Par-dessus le marché* program broadcast on TVA.
- Installation of a banner at the Quebec City distribution centre to announce the obtaining of LEED Canada certification for existing buildings: operation and maintenance.
- A page dedicated to sustainable development in *Tchin Tchin* magazine (four issues).
- Publication of the *2010–2011 Sustainable Development Report* in conjunction with the SAQ's annual report.
- Submission to the company's Governance and Ethics Committee of the SAQ's six-month sustainable development visibility report.
- Production of a brochure on selective collection and publication of an article in the November 2011 issue of the internal newspaper *L'Arrivage*.
- Noon-hour seminar on sustainable development for management personnel.
- Display on renewable energy products (geothermics and solar panels) set up by the SAQ at a gala of the Association québécoise pour la maîtrise de l'énergie (AQME).
- An article in *La Maîtrise de l'énergie* magazine on the advantages of selection collection and on the work of the SAQ chair regarding the reuse of glass in concrete production.
- An article in *Constructo* magazine on renewable energy and the solar panels installed at the SAQ.

100 %

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